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ABSTRACT

This document was presented as the opening address for the conference on Women and the Management of Postsecondary Institutions, and concerns the problem of discrimination against women educators. The author cites two main categories of discrimination, the attitudes that have become ingrained in our culture, and the commitment to amateurism in the selection and recruitment process for administrative positions. The existence of the "old boy" system of recruitment makes it extremely difficult to break out of the pattern of amateurism and prejudice. The author recommends more programs like the University of Michigan has developed to prepare people for academic leadership positions, and declares that the idea of such training must become more widely accepted. He further suggests that large universities should internalize administrative training programs and recruit more women for internships. As solutions to the problem of affirmative action, the author offers the following: increase the pool of available persons to include more women; increase the visibility of women within the pool; and use the leverage of existing legislation. In addition, the author urges men to examine their own attitudes for evidences of what he referred to as "chauvinist piggery."

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A D D R E S S

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Conference on Women and the Management
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In considering the treatment of women in professional employment, I am reminded of the device known as "Morton's Fork." Bishop Morton, one of the shrewd lieutenants of Henry VII of England, reputedly had a device by which he would wrest large taxes from the nobles. When he went to see them in their country estates, if they were dining lavishly and dressing in splendor, he reasoned that they clearly had lots of money and could afford thus to pay high taxes to the king. If, on the other hand, they were dressed in rags and eating crusts, he would say, "Clearly since you are not using up much of your money, you can afford to pay high taxes to the king." Perhaps unknowingly, we seem to have applied a similar Hobson's choice in our academic system on behalf of anybody who was in and against anybody who was out. The translation into perpetuation of male advantage in administration, seems to come to some such pattern as this: "You have some good experience now, but you have not yet the full credentials for an administrative post. We suggest that you complete your doctorate in higher education or in a disciplinary field and come back." When a female candidate complies and returns, we may say, "Unluckily, you are now overqualified. You don't really have enough experience to go with all those formal credentials, and we can't really fit you into our system in competition with the men who have acquired both the experience and the degree."

Another frustrating pattern has been pointed out by Bernice Sandler. Too often with regard to acceptance into graduate studies and also in acceptance into various academic positions, particularly administrative posts, it is assumed that if a woman is not married she will get married; if she is married, she will probably relocate with her mobile husband, or have a child and resign. If she returns to the profession after her husband is well launched in his career and the children are in school and she is free to devote herself to study or full-time professional work, the male establishment laments that she did not start earlier, and that she is coming so late into the profession. Such assumptions and rationalizations are probably not maliciously intended, but they are operative and they need to be identified and surfaced and stopped.

The important question for us is, "How do we effectively address the problem of affirmative action once we have attention, once we have recognized that it is no longer possible to say, as many of us were saying a few years ago, 'There really is no problem of discrimination; the appointment process is simply a matter of comparing credentials and making an objective selection.'" We now know that this has not been the case, and that it is not yet the case. Somehow over a period of time, and it may take a generation, this wasteful, destructive, unjust discrimination must be corrected.

How do we move toward such correction?

One strategy, obviously, is to increase the pool of available persons, and to include more women in that pool from which the chairmen, the deans, the vice presidents, provosts, vice chancellors, presidents and other administrative officers are drawn. Another strategy is to increase the visibility within the pool of the women candidates. Another is to try to remove barriers through legal sanctions, through social action, and through the leverage available in organized professional societies.

I would like to suggest a few of the ways in which these enterprises are now going forward with increasing momentum. Many of you will have noted that there is pending in the State of Virginia a class action against the University of Virginia system naming the Chancellor and the various presidents and the Governor of the State, alleging discrimination against women in the system of higher education. This, along with a number of other legal actions, has attracted the attention, not merely of those named in the charge, but of all others who identify with them. I know as friends a good many college and university presidents. They are, with very few exceptions, men of goodwill, sensitive, concerned, but on this issue baffled and puzzled. I also observe that there is a widespread and serious search for qualified women candidates for the presidency of Mary Washington College in the University of Virginia system,

and, for several other presidencies now or soon to be vacant. It may be that even before the resolution of some of these legal actions, there will be a higher level of attention to the necessity of reversing trends of the past few years, where even women's colleges have selected men as presidents; where some positions which were traditionally held by women, whether appropriately or inappropriately -- in schools of nursing, schools of social welfare, schools of home economics -- have been of late assigned to men. I anticipate an arrest and reversal of this trend, not merely because of fear, defensiveness and anxiety, but out of serious attention to a no longer acceptable imbalance.

I read with interest in Psychology Today what it means when a man opens a door for a woman or a woman opens a door for a man. I think many of us are becoming alert to the second and third level meanings of some of our everyday conduct. Still, much more needs to be done overtly and explicitly before the general level of consciousness will be raised to the point of really civilized and sophisticated behavior. I can cite a mild but representative example. We have in the State University Central Office a number of women on the legal staff. They happen to be exceedingly handsome and attractive women. However, when one of them turns up at a meeting in place of an expected male colleague, the unvarying and predictable comment is something like, "You are prettier than (your male

counterpart)" or "How nice to have a really decorative person here!" This kind of comment, I confess, most men have made or listened to without much thought until fairly recently. However, in present circumstances such small talk strikes one as completely awkward and embarrassed as well as embarrassing; I suggest that surfacing these thoughts may help to remove some of the unwitting symbolism and some of the absurdities of inappropriate distinctions. Blatantly sexist humor, while it persists in surprising places among educated and professional men, seems to be going the way of ethnic jokes which no longer evoke even polite laughter.

I am impressed by the power of satire in increasing this kind of awareness. No doubt many in this audience are acquainted with the novel, Regiment of Women. While it may not be particularly well written, it is arresting in the way in which it uses the device of the mirror image to make the reader perceive sex roles in a startlingly different way. We are well accustomed in discourses of this sort to the question, "How would you feel if..." or "Are you really doing to others as you wish to be done unto?" But when a novel presents male secretaries as sex objects with exploitative harridans chasing them around desks, all of a sudden a number of things look rather different, and subliminal background perceptions spring into sharp focus. The Washington Post recently carried an account of one of the

industrial training programs in which a course offered to professional women on good grooming and social graces was suddenly and dramatically altered by inserting "him" for "her" in each case. Reportedly, a great many men in that organization instantly saw the implications quite differently.

I see considerable hope in the kinds of consciousness-raising sessions that characterize some elements of the women's liberation movement, the encounter group activities which stop short of some of the Esalan excesses, and the kinds of seminars and retreats that take place on campuses and in conferences like this. All offer an open and inviting way to raise the level of awareness by direct and insistent address to matters of sex stereotyping and the attitudes which are unwittingly communicated and projected. If as professional people we could communicate with one another more directly and candidly, I think we could move further and faster. I find Ms. magazine entirely fascinating, especially in such features as "No Comment" in which the most egregious of sexist slurs in popular advertisements are mercilessly exposed. I am struck by the current vogue in films, television and books of Elizabeth I of England, long an example and a symbol of a highly effective woman manager.

There is now a hopeful prospect of abandoning the amateurism we have too long cherished in higher education

generally and particularly in administration. This amateurism can be corrected and diminished by such developments as the growing number of graduate programs in educational administration like the one at the University of Michigan pioneered by Algo Henderson.

Lee Medsker has introduced at Berkeley an imaginative program to prepare administrative officers for community colleges. In many other universities, a variety of programs in higher education begin to rationalize and make acceptable the idea of training for academic administration rather than merely allowing administrative responsibilities to overtake teachers and scholars. At the 25th Anniversary celebration of the State University of New York, a group of distinguished professors were asked what they thought were priority requirements for the State University, or any university for the next twenty-five years. One newly-appointed Distinguished Teaching Professor indicated that he thought the University would be increasingly deficient in appropriately-trained and qualified administrative officers. He suggested that to do successfully the things they are now expected to do, many present and future administrators desperately need literacy in computers, or a general "numeracy" as well as literacy in dealing with numbers as well as with words. Some capacity to take account of the shifts in the clientele of students,

and the raised levels of expectation of the formerly bypassed and disadvantaged is required. Such understanding will not likely be acquired by accident. The model of the American Council for Education Institute for College and University Administrators might be adapted and internalized to large university systems, rather than being available only to a selected few on a national basis. The same could be said for the ACE administrative internship program which has been highly effective, but necessarily limited in the numbers it can serve. Much could be achieved by more conscious attention to the process of training and developing academic administrators within the educational system, and by assuring that such opportunities are fully available to interested and able women.

All academic administrators need to be much more aware of what is already available in knowledge about the pool of trained women. The American Association of University Women maintains a list of women with Ph.D.s. A comprehensive list is maintained by the Office of Health, Education and Welfare in Washington. Women's caucuses of most of the professional societies are now organized to provide information on appropriate women candidates for academic positions. All of these resources should be much more widely known and widely used.

There seems to me to be a hopeful agitation through the whole fabric of academic administration. Executive orders and the anti-discrimination laws have been well drawn and are beginning to be put insistently into effect. It must still be conceded that women are the most disgracefully underused resource in higher education at present, but there is a significant pool of talent to be both enlarged and more generously tapped. I think our basic problems in academic administration are those in dealing with sexist attitudes; surfacing them, recognizing them, exposing and excising them. My own notion about what might be an appropriate basic attitude with regard to the relationship between men and women as colleagues and friends, chiefs and lieutenants, comes from the conceptions of social psychology. While many of the physiological concepts of Freudian psychology are singularly unappealing, it is hard to contest Freud's conviction that if sexuality is defined in an appropriate way, there seems to be a sexual element in virtually all human interaction. This emphatically does not mean that everyone naturally looks at all others as sex objects. It means, rather, that men and women are (whether dimly or acutely) aware of shared and complementary human characteristics, similarities and differences, which are significant and relevant, and need not pretend to be neuter, but can find a healthy way of accepting sexuality without sexism.

Surely there are helpful suggestions in Jung's ideas about the pull of polar opposites; the affective Hermetic left hand, complementing the cognitive, Apollonian right hand. Though it may be more poetic than scientific, the idea of anima or female component embedded in the personality of every man, and animus or male principle comprehended within the personality of every woman is provocative and compelling. So, too, is the idea of the polar opposites of emotion and reason, and sensation and intuition whose interactive tensions help to define the individual personality. In our culture, the cognitive and the sensate are identified with maleness, while the intuitive and emotive are thought to be characteristically feminine. However, at the same time we seek freedom from sex stereotypy, we might do well to seek balance among these essential characteristics not merely in each individual personality, but in administrative teams made up of men and women complementing, correcting, and reinforcing one another.